



Global Education Office
Risk Management Plan-Short Term International Programs
Revised and adopted January 2015

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Global Education Office

Risk Management Plan -Short Term International Programs

Revised and adopted January 2013

Risk Management Plan Overview

This plan contains guidelines and procedures to be used by the on-site International Program Leader(s) and the home institution Plymouth State University (PSU) in the case of crises and emergencies of varying magnitudes. An emergency action plan can improve the handling of a crisis, reduce costs and injuries, and prevent a chain reaction of crises. It should serve as a guide during a crisis, defining roles and responsibilities, step-by-step procedures, and a communication network. Each plan will need to be customized to each international program, as the culture and country-specific situation will dictate different modes and mechanisms of response.

A crisis is any significant event with potentially severe consequences that requires immediate action or response. Crises and emergencies may affect only one individual participant, a group of participants, the Leader(s), or the entire group. Crises can range from accidents, illnesses and injuries to natural disasters to civil unrest, riots and acts of terrorism or war. They usually cause significant emotional stress to the individuals involved, resulting in cognitive, physical and behavioral reactions. The following list contains some conditions requiring risk management during a PSU international program:

- Participant behavior and conduct issues that endanger the safety of self or other group members or are otherwise disruptive (determined at the discretion of the Leader(s))
- Serious illness, injury, or death of a participant
- Emotional or psychological stress that requires intervention
- When a participant is the victim of a crime (e.g. theft, assault, rape, harassment) or is accused of committing a crime
- When an in-country situation arises that causes concern (e.g. political uprising or natural disaster)
- Any other international situation that could warrant concern, either US domestic or foreign

However, crises can be managed, and it is the desire of the University to see all its personnel working cooperatively to manage any crisis well, keeping at its highest goal the health, safety and well-being of our participants and leaders, minimizing any disruption to the program, and maximizing program benefits. Leaders should keep in mind that any emergency or crisis, however minor or individualized, may have an impact upon the morale of the group and the success of the program. Crises can result in disruption or, if extreme, early termination of an international program.

Risk management is the process of preparing for, mitigating, responding to and recovering from a crisis situation. It requires an organized plan to ensure the safety of individuals and the community as well as an understanding of human response to stress. Each stage before, during and after a crisis presents special challenges and requires different strategies for effective management. Although no single plan can address all contingencies, PSU recognizes the importance of establishing, in advance, policies and procedures designed to safeguard the safety and welfare of participants and the University. The following policies shall serve as guidelines for the University's response to crises affecting participants on international programs.

The following documents are included in the appendices:

- Appendix A: Sample Emergency Contact Information Card, p. 14

- Appendix B: PSU Emergency Contact Numbers, p.15
- Appendix C: Incident Report, p. 16
- Appendix D: Risk Management Plan Worksheet, p. 17
- Appendix E: Risk Management Plan Sign-Off, p. 21

I. Pre-Travel Considerations

The Global Education Office (GEO) will determine the appropriate number of Leader(s) on any PSU international program; generally, the only situations in which one Leader is acceptable are those in which there is a host institution or organization with a full-time liaison who is able to share or take responsibility for the group in case the primary Leader is temporarily or permanently incapacitated. In such a case, the University must be supplied with the name and full contact information for the host institution/organization liaison (Appendix D: Risk Management Plan Worksheet).

Not until an international program has been approved by the GEO and the Leader(s) has been selected by the University, should the selection of participants and any fundraising and collection of fees begin. Leader(s) MUST be bona fide employees of the University and will assume all risk management responsibilities related to the international program.

The Leader(s) should use his/her best judgment in approving participants. If the applicant is not personally known to the Leader(s), she/he should check the participant's references and academic records (if appropriate). The Leader(s) should be aware that international programs present an environment requiring 24-hour classroom management, which is very different and more complicated than a typical classroom. GEO will check with the Judicial Office and review disciplinary history, prior to accepting a participant.

Once the group participants are finalized, the Leader(s) must instruct all participants to complete mandatory pre-departure requirements. ALL leaders and participants must read and follow the pre-departure guidelines outlined in the Short Term International Programs Pre-Departure Guide. The Guide is accessible on the GEO website at:

http://www.plymouth.edu/career/pre_departure/short_term.html

EVERY leader and EVERY participant must complete ALL components of the pre-departure requirements. This includes complete and signed: Short-Term Application, Release and Waiver of Liability, Basic Data and Emergency information (these two forms and a payment form are picked up and submitted to the Bursar), Release of Medical Records, Self Report on Health, Medical Evaluation, signed Agreement of International Requirements (confirmation of having read the Pre-Departure Guide and reviewed the State Department and CDC websites). All leaders and participants must also submit a clear copy of their passport to GEO. The GEO will notify the Leader(s) of each participant's status. Files must be complete 3 weeks prior to departure. Any participant with an incomplete file will be withdrawn from the program and will not be refunded for any financial loss and they will be held accountable for any outstanding payments.

In addition to academic preparation, (which may or may not pertain to your international program) each Leader is expected to provide pre-departure and in-country orientation, with the assistance of GEO, for her or his participants to prepare them for routine issues they will face when traveling internationally. *See Orientation section below for complete details and recommendations to be addressed during Orientation.

Considerations on Liability and How to Protect Oneself, Participants and the University

Safety and Tort Liability Issues

Background

Tort law covers civil suits involving wrongful acts that result in injury, loss, or damage, and negligence are the most common tort litigation. In international programs, the most common example of negligence is a failure to counsel participants sufficiently about risks and dangers – natural, social, political, cultural, and legal – inherent in living in a foreign environment.

A legal judgment of negligence must prove duty, breach of duty, proximate cause, and actual injury. Duty is defined as an obligation recognized by the law. A duty is determined when the risk in question is deemed to be foreseeable through the objective eyes of “a reasonably prudent person in a similar situation.” Once a duty has been determined to exist, a standard of care is established. Disregard of this standard of care is a breach of duty and can result in a lawsuit. For example, a Leader who takes a group of participants into a known war zone has breached his duty. A less extreme example would be the university prohibition against travel in any areas of the world deemed unsafe by the U.S. State Department.

With a breach of duty established, a litigant must determine proximate cause. Proximate cause is proof that the breach of duty resulted in the injury, loss, or damage in question. Finally, successful litigation requires proof that an actual injury, physical or mental, occurred.

It is important to note that the standard of care in study abroad cases is higher than at the home campus because participants are in unfamiliar environments without the support networks to which they are accustomed. Case law on safety and tort liability issues involving students on university programs is less clear-cut than domestic findings. In addition, students may be operating in non-English speaking populations. Leader(s) must be conscious of this fact during pre-departure preparations and on-site management of their program.

The following are ways to minimize the risk of tort litigation.

Program and Site Familiarity

The Leader(s) must be thoroughly familiar with the program, provider(s) of services; and the cultural, political, and social conditions of the site. Investigate the security of all accommodations and the safety record of all transportation providers. The University requires Certificates of Liability for all privately contracted vendors for transportation services. Research the security of all destinations and the areas through which the group will travel using ground transportation. All international programs of PSU are prohibited to visit countries on the “travel warning” list found on the US State Department’s website. Monitor State Department Travel Advisories and Consular Information Sheets (www.travel.state.gov). A site visit/planning trip well before the program begins is strongly advised.

Supervision and Backup

Make sure that someone is always in charge. Someone must be designated as second-in-command and available in case the Leader is unable to fulfill her/his responsibilities. If only one PSU Leader is participating, there must be a designated responsible adult from the host institution or organization

who serves as the second-in-command. Someone (Leader, host institution staff, or participant leader) should be available to handle emergency situations at all times and are known to the GEO.

Prior to the trip, if the faculty/staff member is unable to participate or needs to be evacuated, in case of an emergency, it is the Leader's responsibility to designate a back-up leader, an employee from Plymouth State University. The back-up leader will need to be able to get to the site if an emergency occurs.

Insurance

The GEO requires all participants to purchase mandated university approved insurance, unless comparable coverage is provided by the trip provided. Full details of this coverage are available at the GEO. All of the participants must purchase PSU mandated insurance through CISI.

Plymouth State University employees that have elected to enroll in health coverage benefits will be covered by Voya ravel Assistance while traveling outside the U.S. on trips officially sponsored by the University. If you need emergency or urgent care while you are traveling, rest assured that wherever you go, your coverage goes with you. Only in the case of an emergency would the employee have to pay for services. If you need to pay for your treatment at the time you receive it, save your receipts so that you can submit them for reimbursement, based on what the plan covers. If you are ever hospitalized while traveling, call your PCP (or have someone call for you) as soon as possible (within 48 hours). In a non-emergency situation, call the insurance health information line. Please visit the PSU Human Resources Office or the Global Education Office for more Voya Travel Assistance coverage information and identification card.

Voya Travel Assistance

Voya Travel Assistance customer service center or access to the services provided on the website 24 hours a day, 365 days a year, from anywhere in the world. When traveling more than 100 miles from home, Voya Travel Assistance offers you and your dependents four types of services: Pre-Trip Information, Emergency Personal Services, Medical Assistance Services and Emergency Transportation Services.

Voya Assistance services include:

- Pre-Trip Information
- Emergency Personal and Transportation Services
- Medical Assistance Includes:
 - Medical referrals for local
 - physicians and dentists
 - Medical case monitoring
 - Prescription assistance and eyeglass replacement
 - Arrangement and payment of emergency medical services (up to \$10,000 with a written guarantee of reimbursement from the eligible participant).

Contact Voya Travel Assistance 24 hours a day, 365 days a year for Pre-Trip Information, Emergency Personal Services, Medical Assistance Services, and Emergency Transportation Services.

In the US, Toll Free:

800.859.2821

Worldwide, Collect:

202.296.8355

Email: ops@europassistance-usa.com Web: www.europassistance-usa.com

Orientation

One of the best ways to ensure the safety of participants and minimize the occurrence of litigation over negligence is to provide a thorough orientation (pre-departure program).

Each international program orientation should include:

1. All participants of PSU's International programs are required to register their trip at the US Department of State website: <https://travelregistration.state.gov/ibrs/ui/>
2. Cautions about alcohol and drug abuse and a warning not to carry, buy, or sell illegal drugs
3. A warning that participants are subject to local – **not U. S.** – laws and that little can be done by the University or the U.S. Embassy to help participants who are caught breaking the law, other than visiting the participant in jail
4. Region-specific health information such as the nature, prevention, and treatment of region-specific diseases; required and recommended vaccinations; water and food risks; and descriptions of persistent and epidemic diseases, including AIDS and STDs. The Leader(s) may wish to distribute travel health information available from the Centers for Disease Control at <http://www.cdc.gov/travel/> and information on where to obtain products for safe travel worldwide at <http://www.travmed.com/>
5. Advice to prepare a customized medical kit including prescription medications in labeled bottles, generic prescriptions for refills, and an extra pair of eyeglasses or contact lenses (if needed), appropriate female products
6. Information about the physiological and psychological consequences of jet lag, culture shock, homesickness, loneliness, changes in diet, lack of exercise, and other symptoms
7. General instructions for emergency medical situations – using an emergency telephone system (like 911), calling an ambulance, a hospital or doctor, or an embassy or consular office⁸.
8. How to locate routine professional medical help
9. Prudent advice on how to minimize the possibility of being the victim of crime and/or sexual harassment
10. Advice to avoid political activity
11. Local diet and eating patterns, including ways to accommodate participants with special nutritional needs or preferences
12. Facts on local crime and the political situation. The GEO pre-departure requirements provide participants with a link to the Department of State's Travel Advisories and Consular Information Sheets. (www.travel.state.gov). The Leader(s) must provide participants with the most up-to-date advisory at the time of departure (if changes have occurred). Participants must also visit the Department of State Travel Advisory website as a requirement of their pre-departure orientation.
13. Advise participants to be honest in determining their discretionary needs. The best rule of thumb is your spending practices at home.
14. Familiarize participants with local currency and exchange rates.

Contractual Liability

This form of liability stems from not providing the services or quality of services that are promised. In order to avoid contractual litigation, you should do the following:

1. Be honest about travel, prices, housing, food, etc.
2. Include disclaimers in program literature. For example, "All costs are subject to change because of unanticipated increases in airfares or other program elements or fluctuations in monetary exchange rates" or "prices may vary, services may change."

3. Provide equivalent services when changes are made
4. Obtain clear, written contracts with service providers that include services, costs, and a refund or alternate plan if first-choice services cannot be provided.

II. **General Security Considerations and Precautions**

- **All participants and Leader(s) --must be covered by personal health and accident insurance while traveling outside of the United States.** Employees of the University that have elected to enroll in health coverage benefits will be covered by Voya (see information addressed above). All participants must purchase the mandated insurance from PSU, through CISI.
- The Leader(s) and all participants will complete ALL pre-departure requirements, including ALL forms and complete ALL readings. The GEO will be responsible for managing all participant and leader files and will update the leader on the status of participant files. ALL files must be complete 3 weeks prior to departure.
- The Leader(s) will receive a photocopy of all travelers' passports, participant emergency contact information and participant physician forms, from the GEO. The Leader(s) will keep copies with him/her at all times throughout the program.
- The Leader(s) must secure an international cell phone to use while at the program site and traveling in-country. **The expense for an international calls will need to be budgeted for each program and is a necessity.**
- The Leader(s) will provide participants with a card to carry in their wallets that include on-site medical and U.S. Embassy emergency contact numbers, contact numbers for the Leader's cell phone, the host institution liaison, the international site address, and PSU emergency contact numbers (*See Sample Emergency Contact Information Card in Appendix A*).
- The Leader(s) will encourage participants to develop a reasonable family communications plan that includes contingencies for emergency situations. This should also include information for emergency contacts about how to reach participants through the Leader(s) and host institution or organization in case of an emergency at home about which the participant must be notified.
- The Leader(s) will register group passport numbers, addresses and phone numbers with the U.S. Embassy or Consulate in the host country or countries, if applicable.
- The PSU University Police will function as a 24-hour contact and will receive updated program information, including participant lists, Leader(s) contact information, from the GEO.
- When handling any crisis, the Leader(s) must always carefully document all their actions in writing.
- Before departure, the Leader(s) must learn about the general attitudes toward health care in the culture, e.g. do doctors hesitate to use potent drugs and take a wait-and-see approach or do they aggressively treat problems? This information will be invaluable in dealing with medical emergencies.

The difference between real and perceived emergencies

The University acknowledges that emergencies may be real or perceived. Real emergencies are those that pose or have posed a genuine and sometimes immediate risk to the safety and well-being of participants. These include occurrences such as coups and other civil disturbances; natural and man-made disasters; incarcerations; serious physical or emotional illness; accidents; physical assaults; disappearances or kidnappings; and terrorist threats and attacks.

Perceived emergencies are those that pose no significant risks to the safety and well-being of participants, but which are seen as threatening by family members in the U.S. or by others, including, at times, participants and colleagues at the home campus. Perceptions of threat can arise from several

circumstances, including but not limited to sensationalized reporting of an event abroad; the distortion of information provided by a participant in a telephone call, e-mail message, fax, or letter home; or simply out of the nervousness of a family member or participant with little or no international experience. Such perceptions will sometimes affect family members and others in the U.S. significantly and need to be treated seriously.

IV. Levels of Emergency and Appropriate Responses and Actions

A. Leader(s) Incapacitation

The GEO will determine the appropriate number of Leader(s) on any PSU international program (10:1 ratio is the ideal student to faculty/staff ration); generally, the only situations in which one Leader is acceptable are those in which there is a host institution or organization with a full-time liaison who is able to share or take responsibility for the group in case the primary Leader is temporarily or permanently incapacitated. In such a case, the University must be supplied with the name and full contact information for the host institution liaison (Appendix D: Risk Management Plan Worksheet).

In the event that the Leader is incapacitated to the extent that s/he can no longer effectively lead the program, the University should be notified immediately by either the Leader, host liaison, or by a program participant designated in advance. At this point, the backup Leader, designated prior to the trip, will be notified by the University to make arrangements for the group for the remainder of the program and will work to bring the Leader back to the U.S. as quickly as possible. If the group is scheduled to leave the current program site but the Leader is unable to do so, alternate arrangements will be made by the University.

B. Possible Leader Responses to International Emergencies

Emergencies that the Leader(s) could encounter include but are not limited to: general participant misconduct, serious illness or injury of a participant, hospitalization of a participant, mental health crisis of a participant, assault or rape of a participant, a participant being missing, a participant being taken hostage/kidnapped, arrest of a participant, death of a program participant(s), political crises, natural disasters, and terrorist threat.

The following capsule overview should serve as a list of possible courses of action to be taken in the event of one of these or other emergencies, to be used at the discretion of the Leader(s). A longer version of general guidelines follows.

- First, assist the participant in obtaining appropriate medical attention. Remember, you are not the participant's legal guardian, but you should try your best to get medical attention for the participant. The following is a list of information you should obtain to assess the situation:

1. Participant's name;
2. Date of accident or commencement of illness;
3. Details of injuries, symptoms, present condition, including temperature;
4. Name and telephone number of attending physician;
5. Name, address, and number of hospital or clinic, if applicable;
6. Drugs administered;

7. X-rays taken and results; and
 8. Surgery proposed and type of anesthesia. Wait for authorization if necessary and possible (work with doctor).
- Listen to the affected participant(s) and, when appropriate, take into account their desires when making decisions.
 - Contact the University and file an Incident Report Form within 24 hours.
 - Make insurance contacts as required for authorizations, etc.
 - Contact the participant's Emergency Contact, or the GEO, who has participant emergency contact information on file.
 - Notify the nearest U.S. Embassy or Consulate and/or seek their advice, as appropriate.
 - Notify local law enforcement, as appropriate.
 - Seek counseling for affected participant(s), as appropriate.
 - Seek information from other participants, host families and local friends of participants.
 - Keep program participants updated on situation, as appropriate.
- (See Appendix C)

Information that you may want/need to obtain *Note: All faculty and staff advisors will have paper and electronic documents pertaining to all relevant participant information including: insurance, health, medical release form, and passport copy.*

- Name, address and phone of attending physician(s) and medical facilities.
- Participant's regular insurance provider name, address and phone as well as participant insurance policy ID.
- The nature of medical treatment and/or counseling already given.
- Diagnosis, prescribed treatment and prognosis.
- Risk to other participants.
- Details of any accident/incident including the name and contact information for any involved parties.
- Information on situation from any other participants in your group.
- Recommendations of the U.S. Embassy or Consulate
- Recommendation of local law enforcement and other agencies.
- Participant interest in returning to the U.S. Academic and financial consequences of returning home.
- Contact information for local friends and/or host family that may have knowledge about the situation.
- Police case numbers, officers involved, charges made against a participant, contact information for Police.
- The reaction of other international program directors in the area to the situation.
- The recommendations to citizens of the host country made by host country government.

C. General Guidelines for Leaders to Follow when Handling Emergencies out-of-Country

1. The first priority of the Leader is to safeguard the safety and well-being of program participants. Do whatever is necessary and reasonable to ensure their safety. Obtain any

emergency medical care for affected participants as soon as possible. Remain as calm as possible. Do your best to diffuse any growing anxieties that may be occurring among participants.

2. Immediately contact the University about the emergency situation, even if you have already taken care of it. If you feel that the situation has been fully taken care of, fax or e-mail an Incident Report Form (Appendix C). If the crisis is ongoing, make every effort to reach the University by telephone, rather than e-mail or fax; there are many issues to discuss during a crisis.
3. If the situation warrants, notify the local U.S. Embassy or Consulate about the emergency. Follow the Embassy's or Consulate's procedures and directives. If there is a continuing risk to the welfare of program participants (for example, during a terrorist threat), ask the appropriate Embassy or Consulate Officer to advise you on a regular basis about the evolution of the situation and about recommended behaviors for participants.
4. If the situation warrants and if you and the Embassy or Consulate believes it is appropriate, notify the local police about the situation. Then follow through with the procedures the police may require of you or the participant(s).
5. Keep the University informed on a regular basis, through telephone, fax, and/or e-mail messages, about the evolution of the crisis.
6. After the University is informed about an emergency, and after the Director of GEO has consulted with the International Programs Risk Management Team, you may receive a course of action/response plan verbally or in written format, that you and the participants will be expected to follow.
7. During a political crisis, social unrest, or some other emergency in which nationals in general or U.S. citizens in general may be at risk, instruct participants to avoid demonstrations, confrontations, or situations where they could be in danger; behavior that could call attention to themselves or identify them as Americans (such as speaking loudly in English); and locales where foreigners, Americans, or American military are known to congregate. Instruct them to take down or remove signs, avoid using luggage tags, and avoid wearing clothing that might label them as Americans.
8. In the event you are unable to call out of the country or otherwise unable to reach University officials in the early phases of an emergency, proceed as best you can to secure the safety and wellbeing of participants following the advice of in-country officials and U.S. Embassy or Consular Officers. Then contact University personnel as soon as it is possible to do so. For example, during a natural disaster, such as an earthquake, all communication systems may be rendered inoperable.
9. Upon completion of the incident, submit an Incident Report to the GEO (Appendix C). Write up the event and its repercussions on the group, in full to include in your final Program Report.
10. Special Situations. (a) In the event of the death of a participant, **DO NOT CONTACT THE NEXT OF KIN**. The University will handle this. After University officials notify next of kin, be prepared to talk with the participant's family member(s) who may be calling once they have been notified of the death. (b) In the event of the **sexual assault of a participant**, it may not always be appropriate to contact law enforcement. If in doubt, first seek the advice of host country experts and the U.S. embassy or consulate. Always seek emergency medical attention and psychological counseling as needed. (c) If a **participant is missing** for more than 24 hours, inquire with friends and associates of the missing participant about her or his whereabouts; notify the U.S. Embassy, local police, and local sponsor(s) and give them your telephone number; notify the University at once. The GEO Director and Provost/VPAA and the International Programs Risk Management Team will notify the participant's emergency contacts. Be sure to provide as many details as possible regarding what happened and what is

being done; check with local authorities daily, and inform the University of any new developments. (d) If a **participant is arrested**, call the local law enforcement agency to ascertain the nature of the charge; visit participant in jail and determine what happened; have the participant call emergency contacts. If participant is unable to make call, the University will call contact; report situation to U.S. Embassy or Consulate; assist participant in obtaining funds for bail if possible; and notify the University about the incident as soon as possible.

D. Levels of Emergency

1. Level I Emergency

An occurrence or the potential for an occurrence that could be considered routine (e.g., loss of passport, single minor issue not requiring hospitalization, change of transportation modes or routes of program plan when no safety risk exists, significant change in itinerary).

Responsibility: Handled directly by the Leader(s) on site.

Notifications: For changes in plans, the Leader(s) should notify the University as far in advance as possible. For other occurrences, the Leader(s) should notify the University as soon as can reasonably be expected via e-mailed or faxed incident report (preferably within 24 hours). Discussion of such incidents should be included in the final Program Report.

Action: To be determined by judgment of the Leader(s) on site.

2. Level II Emergency

An occurrence or the potential for an occurrence that requires a response beyond a routine capacity (e.g. a single, non-life-threatening injury requiring hospitalization; a major bone break that would limit the participant from moving on, yet the rest of the group could move forward).

Responsibility: Handled by the Leader(s) in consultation with the Director of GEO.

Notifications: Leader(s) should notify the University immediately by phone or e-mail and file an incident report within 24 hours.

Action: Determined by the Leader(s) on-site. Follow-up action may be determined by the Director of GEO.

3. Level III Emergency

An extraordinary event or the potential for an extraordinary event that requires a response beyond the routine capacity (e.g. a single life-threatening injury, multiple injuries requiring hospitalization; death; disasters including natural disasters, fire, floods, excessively dangerous weather; threats to public welfare, including bomb threats, protests/riots, hostage situations, individual violence, stalkers, violent crimes, etc.; community health issues such as infectious disease outbreaks, terrorist threats or possibility of war in the proximity of the site; etc.).

Responsibility: Handled by the Leader(s) on-site in consultation with the International Programs Risk Management Team on campus. Responsibilities are outlined below in the Action Timeline.

Notifications: The Leader(s) notifies the University immediately, and the International Programs Risk Management Team is mobilized.

Action: If possible, actions should follow the timeline below. In the event that communication with PSU is impossible due to technological or time constraints, the Leader(s) has the authority to take necessary actions deemed appropriate to ensure the health and safety of the participants, including evacuating participants to another location or to the U.S. Communication with the on-campus International Programs Risk Management Team should be made as soon as logistically possible so that emergency contacts and the University's administration may be kept aware of the situation.

Action Timeline for Level III Emergency Situations

1. The Leader contacts the U.S. Embassy, Consulate or citizen services in-country to determine whether steps need to be taken to secure the group's immediate safety.
2. The Leader contacts all participants to make sure they are safe and understand the realities (insofar as they are known) of the situation, whether the Leader believes the crisis to be real or perceived. The Leader may require participants not to travel independently, to remain near the site, to gather as a group or to move to a new site, if appropriate and possible (if moving to a new site, the Leader should inform the University immediately). The Leader should stress the importance of separating fact from rumor, give instructions and advice if necessary, and explain what is being done on the participants' behalf. The Leader may also instruct participants to contact their parents, guardians, or emergency contacts as soon as possible, with careful instruction not to exaggerate events.
3. The Leader contacts the University immediately, or as soon as possible, to relay information about the safety of individual participants and the situation as perceived by the Leader and by participants, if known.
4. The Leader and the Director of GEO begin writing a log, if possible. The Leader takes photographs of events/non-events, at the study abroad site, if possible and advisable. *(See Appendix G)*
5. After initially assessing the situation and receiving information from the Leader on-site (if possible), the GEO in consultation with the Public Relations Office and the Provost/VPAA will determine the level and nature of the emergency and the need for assembling the International Programs Risk Management Team.
6. The Director of GEO will coordinate the University's efforts to respond to the emergency, assembling and mobilizing the International Programs Risk Management Team. Other key personnel may also be included on the Team when necessary.
7. In some situations, the Leader, GEO and Provost/VPAA may also need to determine whether the crisis is real or perceived. Is information about the emergency coming from a reliable source or rumor? If the information may be coming from rumor and there is no threat (real or perceived) of immediate danger, the International Programs Risk Management Team and the Leader on-site will work together, as possible, to gather information about the emergency by contacting the U.S. Embassy or consulate (in current or "temporary" location, depending on the situation), local police, and other reliable sources.
8. If the Leader, Director of GEO and the Provost/VPAA determine that the crisis is perceived rather than real, all information used to come to this determination, including notes from phone calls, e-mail messages sent, information printed from reliable sources on the web, etc. should be included with the event log and retained in the GEO for at least five years. If the perceived crisis is ongoing, the team will continue to collect information and add it to the log. The International Programs Risk Management Team will be immediately mobilized. In addition, the team will inform participants' emergency contacts of the situation and explain what the University is doing in response.
9. The International Programs Risk Management Team may determine that (a) the Leader and participants should exercise extra caution (b) the removal of the program to a different site in the same city or country or in a nearby country is necessary, or (c) suspension of the program and evacuation of participants to the U.S. is necessary. The team may need to put together evacuation plan (to an alternative location abroad or to the U.S.) using information gathered from resources listed above.
10. The Director of GEO will contact the Leader abroad to give a briefing on the plan of action. This plan must be shared with on-site participants as soon as possible.

11. The International Programs Risk Management Team will make every effort to inform participants' emergency contacts of the situation and what the University is doing in response.

If the Crisis Becomes an Ongoing Crisis

1. The Leader will remain in contact with the U.S. Embassy/Consulate and local police and send reports to the University on a regular basis as determined by the International Programs Risk Management Team.
2. The Director of GEO will share the Leader's reports with the International Programs Risk Management Team and continue to monitor State Department warnings/cautions and other resources on a regular basis, as determined by the International Programs Risk Management Team.
3. The International Programs Risk Management Team will provide regular updates to participants' emergency contacts explaining the situation and what the University is doing in response.
4. The International Programs Risk Management Team will prepare a plan to answer possible media inquiries.

Follow-up Actions

The International Programs Risk Management Team will assess the impact of the event and measures taken, review the program cancellation policy with regards to refunds to participants, assess the budget implications, develop a questionnaire to be used for follow-up interviews with affected participants and write a summary report, to be filed in the GEO, with a copy to the Provost/VPAA.

V. Web Sources for Monitoring Safety and Security Conditions

U.S. State Department <http://www.travel.state.gov/>

(Travel Warnings, Public Announcements & Consular Information Sheets)

Country-by-country safety and health assessments by the U.S. State Department, updated frequently. Free subscription allows receipt of announcements via e-mail as they are issued. Three types of announcements are provided (the following wording is from their web site):

- Travel Warnings are issued when the State Department decides based on all relevant information, to recommend that Americans avoid travel to a certain country.
- Public Announcements are a means to disseminate information about terrorist threats and other relatively short-term and/or transnational conditions posing significant risks to the security of American travelers. In the past, Public Announcements have been issued to deal with short-term coups, bomb threats to airlines, violence by terrorists and anniversary dates of specific terrorist events.
- Consular Information Sheets are available for every country of the world. If an unstable condition exists in a country that is not severe enough to warrant a Travel Warning, a description of the condition(s) may be included under an optional section entitled "Safety/Security."

Centers for Disease Control, CDC Travel Information <http://www.cdc.gov/travel/index.htm>

The CDC provides official US government information about health conditions worldwide, including recommendations for immunizations.

Appendix A: Sample Important Contact Numbers Card



Global Education Office Short Term International Programs

The Leader(s) will provide participants with a contact sheet to carry in their wallet, which includes U.S. Embassy contact information, medical information, host information, Leader contact information and PSU emergency contact information. A sample emergency contact card is below.

The Faculty Leader will provide students with a wallet-size card including important contact names and numbers. Important numbers should include:

1. Faculty Leader cell phone
2. Host contact information
3. Local police contact
4. Local hospital
5. PSU-Global Education Office
6. PSU-University Police

Use the sample card below to create a customized card for your program.

<p style="text-align: center;">Emergency Contact Information PSU International Program: Costa Rica Sea Turtle Tagging</p> <p>Faculty Leader: Jane Smith Host Site: Caribbean Conservation Corporation John Phillips Field Station Tortuguero, Costa Rica Field Station Phone: 506-700-0680 Guide in Costa Rica: Paulo Valerio Phone: 011+506-200-5110 Cell: 011+506-826-8002 24-hour pager: 011+506-204-9075, Code BAT</p> <p>Travel Agent: Travel World Liaison person: Laurie Moore Phone: 001+800-451-7000 24-hour emergency cell phone: 001+352-530-7403</p>	<p>U.S. Embassy San Jose, Costa Rica Address: Calle 120 Avenida Pazas, San Jose, Costa Rica Phone: 506-519-2000 After hours: 506-220-3120 http://usembassy.or.cr/ Fax: 506-519-2305</p> <p>Hospital: Clinica Biblica, San Jose (160 miles from field station) Address: Avenida 14 between Calle Central and Calle 1 Phone: 506-257-5000 Emergencies: 506-257-0400</p> <p>PSU Emergency Contact: The Bagley Center, Office of International Programs Phone: 001+603-535-2336 PSU Police, 24-hours: 001+603-535-2330</p>
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Appendix B: PSU Emergency Contact Numbers



**PSU EMERGENCY CONTACT NUMBERS
(Current as of March 2009)**

The Global Education Office will coordinate the University's response to a real or perceived crisis. The Leader(s) will inform the Director of GEO first, if possible or the Provost/VPAA regarding the situation, and the Director will coordinate the crisis response. It is preferable that communication with the University be conducted via telephone, but if not possible, communication may be via fax or e-mail.

Throughout this document, whenever mention of contacting "the University" is mentioned, the following procedure should apply:

In case of crisis or emergency, the Leader(s) should contact the 24-hour number for the Plymouth State University Police at 603-535-2330. PSU Police will have a copy of the trip roster and has a complete 24/7 contact information for Global Education Office risk management members. The PSU Police will contact the list below starting with the Global Education Office.

International Programs Risk Management Team

In the absence of any individual listed below, their office will provide another contact number.

Global Education Office Main Phone: 535-2336 Fax: 535-2528

- Lisa Ladd, Risk Manager, lladd@plymouth.edu -535-2251
 - Debra Regan, Director, dregan@plymouth.edu -535-2519

Vice-President for Academic Affairs (VPAA/Provost) Phone: 535-2230 or 2091 Fax: 535-2785

- Dr. Julie Bernier, jbernier@plymouth.edu
 - Alice O'Connor, Executive Assistant, aoconnor@plymouth.edu

Vice-President for Student Affairs Phone: 535-2241 or 2240 Fax: 535-3006
Jim Hundreiser

Vice-President for Financial Affairs Phone: 535-2550 or 2328 Fax: 535-2465

- Stephen Tasker, stasker@plymouth.edu

President of the University Phone: 535-2210 Fax: 535-2654

- Dr. Sara Jayne Steen, ssteen@plymouth.edu
 - Janet Capaul, jhcapaul@plymouth.edu



Global Education Office
Short Term International Programs

Please complete this form within 24 hours of an incident and return by fax or email attachment to:
Director of International Programs, Plymouth State University
dregan@plymouth.edu, fax: 603-535-2528

Today's Date: _____ Date and Time of Incident _____

Specific Location of Incident _____
_____ Country _____

Type of site (private residence, business, office, public street) _____

- TYPE OF INCIDENT**
(check as many as apply)
- Behavioral misconduct
 - Accidental injury
 - Medical illness
 - Psychological crisis
 - Drug-related incident
 - Theft/burglary
 - Minor property damage
 - Missing person
 - Arrest of participant
 - Assault
 - Sexual assault
 - Domestic violence
 - Racial/hate incident
 - Vehicular accident
 - Fire or bomb threat
 - Public disorder
 - Natural/weather disaster
 - Hostage situation
 - War or terrorist act
 - Other (please specify)

NAME of injured or affected person:

Local phone _____ Cell _____

Emergency contact person in U.S. _____
_____ Contacted? Yes No

DESCRIBE INCIDENT OR INJURY (use additional pages if needed; describe actions prior to incident, incident itself, and damage/conditions after incident)

Were there witnesses to incident? Y N If so, please provide names, addresses and phone numbers; please note if they do not speak English:

Was this person treated? Y N **If so, where and by whom?** (Name and location of facility, by whom)

Was this person admitted to a facility? Y N
Where is this person now located? (please provide contact information)

Financial impact of incident (estimate and explain; are emergency funds needed?)

Follow-up action needed (please explain)

Person completing report:

Title/position _____

Location _____

Local phone _____

Cell _____

Email _____

Appendix D: Short Term Program Specific Risk Management Plan



**Global Education Office
Short Term International Programs**

To be completed by Leader of the international program. This form must be submitted to The Global Education Office, MSC 44, prior to entering into agreements and promoting the program. This information is crucial for effective risk management planning.

Faculty Leader Information

Name of Leader: _____

US Residence phone: _____ **E-Mail:** _____

US emergency contact (Name, relationship, Phone, E-Mail):

Name of Co-Leader: _____

US Residence phone: _____ **E-Mail:** _____

US emergency contact (Name, relationship, Phone, E-Mail):

Program/Site Information

Location: _____ **Dates of Program:** _____

In-Country International Cell Phone Number:

Site/Host Institution: _____

Site/Host Institution Contact Person: _____

Work Phone: _____ **Cell Phone:** _____

E-Mail: _____ **Fax:** _____

Address (please provide physical address, not P.O. Box):

Other In-Country Contact: _____

Travel Plans

Please attach itinerary for group travel, including airline, flight numbers, departure and arrival times, and in-country travel arrangements, i.e. taxis, bus service, van, etc.

Name of Travel Agent: _____

Phone: _____ Fax: _____

Emergency Phone: _____ E-mail: _____

Emergency Services

Be sure to register each member of the group with the U.S. Embassy upon entering the country, if required. Please be sure the following information is provided to each participant:

**If visiting multiple countries, please attach sheet with contacts for each country*

U.S. Embassy/ Consulate

Address: _____

Phone: _____ After Hours Phone: _____

E-mail: _____ Fax: _____

Local Police - Name: _____

Location (physical address): _____

Phone: _____ Fax: _____

E-mail: _____

Local Fire - Name: _____

Location (physical address): _____

Phone: _____ Fax: _____

E-mail: _____

Health Care

Is cash needed to access medical care? Yes or No

Is Insurance accepted? Yes or No

Types of Inoculations Required: _____

Recommended: _____

Hospital - Name: _____

Location (physical address): _____

Phone: _____ Fax: _____

E-mail : _____ Web site: _____

Is English spoken? _____

Physician - Name: _____

Address: _____

Phone: _____ **Fax:** _____

E-mail: _____ **Web site:** _____

Is English spoken? _____

Dentist - Name: _____

Address: _____

Phone: _____ **Fax:** _____

E-mail: _____ **Web site:** _____

Is English spoken? _____

Psychological Services - Name: _____

Address: _____

Phone: _____ **Fax:** _____

E-mail: _____ **Web site:** _____

Is English spoken? _____

List any Issues of Safety which are apparent (take photos, if appropriate)

- 1.
- 2.
- 3.

EMERGENCY ACTION PLAN:

Have you established and shared with participants an Emergency Action Plan for any of the following? If so, please attach to this document.

1. Medical Emergencies Yes or No
2. Natural Disasters Yes or No
3. Political Turmoil Yes or No
4. Individual Emergencies Yes or No

TRAVEL ISSUES:

Modes of in country transportation which will be used as a part of Program (Please list type and Provider): Trip Leader must provide a "Certificate of Liability" from all private commercial transport companies employed to move trip participants. This certificate outlines the transport firm's coverage and may be faxed to The Bagley Center at 603-535-2528.

- 1.
- 2.
- 3.
- 4.

Appendix E: Risk Management Plan Sign Off



**Global Education Office
Short Term International Programs**

Name of Program: _____

Leader: _____

I, _____, have received a copy of the “Global Education Office, Risk Management Plan” which was reviewed with me by a member of the Global Education Office staff. I understand that I am responsible to communicate relevant information in this document to students. Upon fully reading the Risk Management Plan, I agree to return this signed document to the Global Education Office.

Signature of Leader

Date

Signature of GEO Staff

Date

Faculty will receive a photocopy of this form and the original should remain on file at the GEO.

